

NORTH LINCOLNSHIRE COUNCIL

CABINET

**REGENERATING NORTH LINCOLNSHIRE – INTERIM REPORT OF THE
CORPORATE SCRUTINY PANEL**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To consider an interim report of the Corporate Scrutiny Panel in relation to Regenerating North Lincolnshire.

2. BACKGROUND INFORMATION

- 2.1 At its meeting held on 19 March 2015, the Corporate Scrutiny Panel approved its draft interim report in relation to Regenerating North Lincolnshire.
- 2.2 The report was referred to cabinet to be noted and welcomed at this stage in the knowledge that when the report is finalised it will contain a number of recommendations.
- 2.3 The Corporate Scrutiny Panel agreed to undertake this work in order to assess how the council and its partners were attempting to unlock all the potential for regeneration within North Lincolnshire. Members identified a number of key themes they wished to explore in detail, some of which are covered in the interim report.

A copy of the scrutiny panel's report is attached to this report.

3. OPTIONS FOR CONSIDERATION

- 3.1 There are no options associated with this report.

4. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

4.1 There may be some resource implications associated with the recommendations when the full report is submitted to cabinet in due course.

5. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

5.1 Not applicable in relation to the report at this stage.

6. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTEREST DECLARED

6.1 The scrutiny panel consulted as appropriate during the work to date and will continue to do so before its final report is finalised.

7. RECOMMENDATIONS

7.1 That the panel continue to explore future work streams as part of its review into regenerating North Lincolnshire with a view to submitting a final report with recommendations to a future meeting of cabinet.

DIRECTOR OF POLICY AND RESOURCES

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Background Papers used in the preparation of this report: Nil

'REGENERATING NORTH LINCOLNSHIRE'

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Foreword from the Chairman

The banking crisis of 2008 and the Global economic downturn that followed, has brought challenges to all countries, with Local Authorities across the UK faced with the outcome of this downturn and its impact on local businesses and residents.

Across North Lincolnshire we have seen examples of new opportunities coming on stream and the Panel has taken time over the past year, to look at some of the key areas of opportunity and the scope for growth this has brought to our local economy.

With more areas of regeneration still to consider, this overview is an interim report, highlighting some of the key areas reviewed by the Panel over the past year.

Councillor David Robinson
Chairman of the Corporate Scrutiny Panel

Background to the Review

Modern industry and commerce are extremely varied and successful in North Lincolnshire. The economy shows a real diversity with a wide skills base in a number of key sectors. These include metals and engineering, logistics, chemicals, and food and drink. The area is a base for no fewer than five power stations, two major oil refineries providing 27% of the UK's oil refinery production, over two dozen multinational companies and many more British companies.

North Lincolnshire's central UK location and extensive transport infrastructure has established the area as a global gateway for logistics and distribution. This unique position provides businesses' with a major competitive advantage and easy access to 370 million customers in Europe and 40m people in the UK within a four hour drive.

North Lincolnshire's geographical location in the UK allows the area to take full advantage of the trading opportunities with the countries bordering the North Sea.

The ports at Killingholme and Immingham are the busiest in the UK. They account for 12% of all port traffic. The global gateway is equally important with regards to the Green Economy around the estuary. The area has great potential for green energy with regards to bio fuels and wind turbines. Due to the current types of industry already in the region this is a natural progression.

Enterprise Zones are a key part of the Government's policy to enable economic growth. They are aimed at allowing areas with real potential to create the new businesses and jobs that they need. The Able Marine Energy Park (AMEP), located on the South Humber Bank in North Lincolnshire is at the heart of the largest Enterprise Zone in the country. The AMEP will provide a purpose-built facility to suit the needs of the Offshore Marine Renewables Sector – particularly Offshore Wind.

North Lincolnshire Council has also secured £2.6m under the Government's BDUK (Broadband Delivery UK) rural broadband programme to deliver super fast broadband access across North and North East Lincolnshire. This is one of only 35 such projects nationally.

With this in mind, the Scrutiny Panel wanted to assess how the council and its partners were attempting to unlock all this potential to regenerate North Lincolnshire.

Members identified key themes they wished to explore in detail, some of which will be covered in this interim report.

Findings

1 HUMBERSIDE INTERNATIONAL AIRPORT

Background

Members were informed that Humberside International Airport is situated at Kirmington. It was owned by Manchester Airports Group (the largest UK-owned airport group) from 1999 until 1 August 2012, when it was sold to the Eastern Group of companies.

BRISTOW, the UK-based helicopter firm, has now bought a controlling stake in Eastern Airways, the airline that owns Humberside International Airport. The 60 per cent share formalises an agreement that builds on a strong relationship between Bristow and Eastern that dates back to 1999.

Eastern Group, now 60 per cent owned by Bristow, retains 82.7 percent stake in Humberside Airport that it acquired in August 2012 and North Lincolnshire Council will retain its 17.3 percent shareholding.

The Airport is the travel and logistics hub to Northern Europe providing 3 daily KLM flights to Schipol, Amsterdam and daily flights to Copenhagen. The Airport also hosts more than 19 Travel, Tourism and Flight operators and three training schools.

According to the Airports Council International, Humberside International Airport was voted in 2010 the best European airport serving fewer than two million passengers annually.

Passenger numbers at the airport peaked in the early to mid-2000s when the facility was used by around 500,000 passengers per year, however this had fallen to around 275,000 passengers in 2011. Cargo throughput at Humberside, however, reached record levels in 2011 at over 1,100 tonnes, around 10 times the level seen in 2005.

Heliport Operations

The airport is also used to service the offshore gas storage and drilling operations for BP and Centrica Storage with over 8,000 air transport helicopter movements in 2011, the fourth highest in the UK. On 3 January 2013 it was reported that Bond Offshore Helicopters had been awarded a contract with Perenco and would start operating flights to Perenco's platforms in the Southern North Sea. In addition, CHC Helicopters operate aircraft out of Humberside International Airport to support Centrica's offshore activities in the Southern North Sea. The airport's heliport already sees about 1,000 helicopter flights carrying workers to and from the North Sea offshore gas platforms every single month. From 2015 Bristow Helicopters will also operate a UK Search and Rescue base at Humberside, following the news the Bristow Group is to take over the service from the RAF.

This now means that the airport has three of the biggest UK Helicopter operators based at the airport, to become the UK's second largest heliport and growing.

Humberside has seen significant growth in cargo throughput from 144 tonnes in 2007 to 1,132 tonnes in 2011.

Humberside International Airport is one of several regional airports that have had their financial circumstances adversely affected by the current economic conditions. It currently offers limited destinations for public flights, current destinations offered being three daily flights to Schipol, Amsterdam as well as to Aberdeen and a number of short haul Mediterranean destinations in the holiday season. However it is very significant for business use, particularly helicopter traffic for the offshore oil industry: currently the airport has more such flights than any other English airport.

With likely developments in the renewable energy industry this importance to the industrial infrastructure of the area can only increase.

There are a number of unique niche opportunities for the Airport to deliver jobs and growth as well as to support and underpin further investment in the area. The Airport has a sizeable business park that the council can make a major contribution in bringing forward investment and development. The Airport is also a major driver of economic development within the region and provides critical infrastructure to the emerging offshore wind developments on the South Humber Gateway. The Airport also supports the North Sea oil and gas industry in the southern North Sea.

National Training Academy

Members were delighted to hear that a new £5m BAE Systems National training academy is to be built at Humberside International Airport. It will provide up to 60 apprentice opportunities every year resulting in over 150 new jobs over three years.

This development is a joint venture between British multinational defence organisation BAE Systems, Humberside International Airport, Resource Group's Aviation Technical Training Division and North Lincolnshire Council.

The National Academy, set to be supported through the Regional Growth Fund, will become the UK's central hub for BAE Systems to train apprentices for the maintenance and servicing of UK fighter jets and to support International Export contracts. The new Academy will incorporate a hanger, training aircraft, classrooms and practical training workshops.

BAE Systems will take on up to four cohorts of 15 apprentices (60 in total) each year, on a two-year apprenticeship, who will be trained to NVQ level three. It is planned to include one cohort directly from the Humber University Technical College (UTC) in Scunthorpe. They will follow a 24 month programme split between academic modules and on-the-job practical training.

The Training Academy will further support growth at the Airport. This includes expansion of the existing Nightel Hotel to accommodate the apprentices. And the council; recently gave the go-ahead for a new £7m 100-bed luxury hotel to be built at the Airport, creating around 60 new jobs – demonstrating further major investment at the Airport.

2 OFF SHORE ENERGY

As living costs rise and concern for sustainable energy solutions become more important, renewable energy is becoming one of the fastest-growing manufacturing sectors.

North Lincolnshire has a heritage in manufacturing and engineering and retains core skills in power engineering. These traditional strengths, along with exciting upcoming developments in our region will lead to unprecedented growth in the energy sector.

Members heard that there are already exciting things happening in our area; the Government has given the go-ahead for the £450 million Able Marine Energy Park to serve the offshore wind industry, which is to be created on the south bank of the Humber. It is expected to create between 4,000 and 10,000 jobs.

The development will unlock the economic potential of the Humber estuary, and in turn help to stimulate growth in North Lincolnshire, North East Lincolnshire and Lincolnshire. It will be the biggest Enterprise Zone in the UK and will position the area as one of the major hubs for the renewables sector in the UK – indeed, it is expected to be the largest Enterprise Zone in the country.

To the north, the Ports of Immingham and Grimsby are fast becoming the centre of excellence for offshore wind farms in the North Sea with the potential to serve others across the UK. Furthermore, and particularly in the more rural agricultural areas, there is significant potential for the creation of energy from waste wood, energy crops, straw, poultry waste, and Anaerobic Digestion.

i) South Humber Gateway

North Lincolnshire is driving forward the development of the Humber renewable energy sector providing some of the best investment opportunities for businesses wanting to invest in the UK. The offshore wind sector has already identified the South Humber Gateway in the Humber region as a premier site for renewables development and investment opportunity for the renewables sector, and the largest of its kind in Europe. With the:

- Last undeveloped deep water estuary in the UK (4miles)
- 12 hours steaming time to Europe – 40 million people / 4 hour drive
- Biggest Combined Heat & Power Plant in Europe
- Largest East Coast RO-RO facility – Humber Sea Terminal / C-Ro
- Europe’s largest Renewables and Logistics Parks
- Largest Enterprise zone in the UK
- Centre of £6 billion Humber chemical industry, 2nd largest in the UK
- Energy capital – National Grid 6% UK supply

It is the only site in the UK with truly integrated logistics and the necessary land capable of accommodating the bespoke needs of multiple global offshore wind developers, as well as associated operations and maintenance, and supply chain businesses.

Members heard that the most exciting aspect of the South Humber Gateway is its potential to become a world leader in renewable energy creating the South Humber Gateway and the Humber Region as the Renewables capital.

One of the greatest advantages of the South Humber Gateway is its proximity to the 3 largest Offshore Round 3 Wind turbine zones. The creation of a wind turbine super-cluster on the South Humber Gateway will provide the lowest costs for delivering wind turbines to these zones in the North Sea, in the numbers required.

It is envisaged that this supercluster and associated proposals will bring about the renaissance of British engineering in North Lincolnshire.

ii) **ABLE Humber Port**

Members learnt that another reason to invest in the Humber is the largest developments in the UK to date. The South Humber Gateway is home to the Able Humber Port. The two main zones, when combined, are the largest development in the UK, namely the -

- Able Marine Energy Park (AMEP) - Europe’s largest offshore wind park (320 hectares) and the UK’s largest Enterprise Zone - eligibility for 100% capital tax allowances on plant and machinery for incoming companies, in addition to business rates relief
- Able Logistics Park (ALP) - Planning consent granted with the potential of 5,300 jobs (454 hectares; 1,121acres) UK’s largest port and logistics site, including Business Park, hotel, transport depot’s, storage, chilled & frozen logistics and manufacturing.

Members believe that the Government’s £100 billion Round 3 Offshore Wind Programme and the Able Marine Energy Park proposal provide a “once in a lifetime opportunity” to transform the economy of North Lincolnshire and provide a world class engineering industry on which the area’s long-term prosperity can be based.

The recent announcement from ABP allows work on the £450m Able Marine Energy Park to get started; in turn creating approximately 4,000 local jobs.

The go-ahead signals the beginning of this development that will be the biggest offshore wind manufacturing facility in Europe, bringing much-needed local jobs and investment to the area.

The Able Marine Energy Park - on land near North Killingholme - will manufacture and supply turbines to huge offshore wind farms.

Together with the Able Logistics Park, which has already been given planning consent, this will represent a total investment of £550m and the creation of approximately 10,000 jobs.

This development will now see North Lincolnshire become the centre for UK offshore wind. It is envisaged that over 4,000 direct jobs will be created in just a few short years. As well as attracting brand new industry into the South Humber Bank, it will also provide new growth opportunities for our manufacturing and engineering sectors. The Humber University Technical College will work closely with Able UK, and play a major role in ensuring that engineers of the future have the necessary skills and training needed for jobs in the engineering and renewables industries.

3 IT SUPPORT FOR SMALL AND MEDIUM SIZED ENTERPRISES

The Council's Economic Development Unit currently provide support to businesses from start up and self-employment through to established companies and those looking to set up new businesses in the area.

Members heard that the council recognised that infrastructure alone will not help businesses grow. Small and medium sized enterprises (SMEs) would need additional support from the council and its partners to enable them to maximise the benefits of being online.

In North Lincolnshire, over 33 per cent of businesses have no web presence. They are therefore not able to exploit the benefits a web page or e mail address can bring to their SME. This was disappointing when there was clear evidence that an SME web presence equals growth in business.

Consequently, the council established a Business Support Programme, specifically designed to assist SMEs with using digital technology. The Programme consisted of a team of business advisers and IT specialists from within the council. This was 'in-house delivery' and not, as many other council's had done, outsourced the provision to the private sector.

In essence, the council delivered a package of tailored support to any SME that contacted the team.

As part of the package provided to the SME, a minimum of 12 hours support was available, with many organisations receiving more. The council would not stop supporting an SME simply because they had received their 12 hour allowance of support.

The Business Support team was able to offer the following services to SMEs

–

- Tailored support for each business
- Mixture of 1:1, Workshop and Remote support
- Includes business planning, diagnostics, and project support
- Variety of Workshops on:
 - Facebook, Twitter and LinkedIn for Business
 - Twitter for Business
 - Getting the best from the web
 - Search Engine Optimisation explained
 - Cloud Technology, Customer Relationship Management systems and Google Analytics
 - Procurement and Her Majesty's Revenue and Customs

So far -

- Over 2500 hours of direct support to businesses has been provided
- 420 businesses have been engaged in the programme
- 153 businesses have either completed the scheme or are currently taking part
- 127 business assists have been completed
- Sign ups are still coming through
- The project is on course to hit its June 2015 targets 3 months early (for the council to meet its European Regional Development Fund targets, it needed to complete 160 assists by 2015)
- The Programme has been cited as best practice by Government
- Managing the Programme in-house has saved the council £300k compared to an outsourced model
- The Programme has met all its quality assurance targets
- The council has been approached to design several other delivery models for local authorities

4 NORTH LINCOLNSHIRE BROADBAND

Members were informed that the council was the accountable body for the Northern Lincolnshire Broadband Programme. This was a partnership project between North Lincolnshire Council and North East Lincolnshire Council. The project launched in 2012 and, following a lengthy procurement exercise, the council signed a contract with BT as supplier on 28 June 2013.

The project was investing £7.3m capital in upgrading broadband infrastructure across Northern Lincolnshire. The funding was sourced from North Lincolnshire Council, Government (via BDUK) and European funding (via European Regional Development Funding). On completion the project will have upgraded 154 cabinets and over 31,500 premises.

The project was being rolled out through four phases of concurrent delivery. The project was currently in phase three which would run until March 2015. Phase two was also running concurrently and would be completed at the end of December 2014.

To date over 117 cabinets had been built and erected, with only 37 left to stand. 92 were already 'customer ready for service' i.e. selling a live broadband service and the others would go live in the coming quarter. The upgrades had already delivered fibre broadband to over 15,300 premises across the two local authority areas.

Members heard that the project aims to “ensure that homes and businesses can access super fast broadband and make use of the benefits it offers, no matter where they are located in the county.” The project plan is based on achieving the most technically efficient rollout as this will achieve the greatest level of coverage and speed uplift possible for the investment available.

The rollout will achieve the following outcomes:

Commercial deployment

- Enabled 79 cabinets to support 37,000 premises
- 95 in progress by Spring 2014, to support 40,000 more premises

Contract delivery for the Northern Lincolnshire Broadband Programme

- Enable another 154 new green cabinets
- Enable an extra 31,000 premises
- Employ 175,000+ engineering man-hours
- Lay 275 Km fibre – equivalent of Brigg to Grimsby times 10
- All completed by Summer 2015

All Phase one, two and three surveying and planning was now completed with 90% of Phase four planning complete.

The overall deployment plan was on target in accordance with the project plan. It was one of the quickest deployments nationally.

Since June 2014 the project had received two external audits by the government's Cross Departmental Independent Audit Service. It had reported that none of the project expenditure was at risk or had been expended ineligibly. The Government had also allocated a further £1.18m to the project to spread the fibre footprint further. A procurement process to utilize this funding was well underway and the council was seeking match funding from European Regional Development Fund to double the funding. This was a requirement to be able to utilize the government funding.

Finally, in addition to the capital investment, a programme of business support was ongoing and would be until June 2015. To date over 2,140 hours of business support had been provided to eligible small and medium enterprises across North Lincolnshire with 373 businesses engaged. 104 businesses had completed the programme support and 42 were currently undergoing the programme. The demand for this support remained high and had been well received by participants.

5 APPRENTICESHIPS

Members were informed that, on 23 February 2012, the Regeneration Cabinet Member formally approved the creation of an apprenticeship programme for the council.

Apprenticeships can help all services across the council by offering a route to harness fresh new talent and also prepare people to work in roles in the private sector.

Many private sector UK businesses consider skills shortages and recruitment difficulties a bigger threat to performance than the volatility in the oil price or declining consumer spending, and more than a quarter of these rate this form of vocational training higher than any other qualification.

Apprenticeships can ensure that people have the practical skills and qualifications to support public and private needs now and in the future. The mixture of on and off job learning ensures they learn the skills that work best for North Lincolnshire's local economy.

Over 130,000 workplaces offer apprentice places because they understand the benefits that apprentices bring to their business – increased productivity, improved competitiveness and a committed and competent work-force.

The Cabinet Member originally approved the establishment of the apprenticeship programme including the creation of 40 new apprenticeship posts within North Lincolnshire Council.

Less than three years later, the council has just recruited the next intake of nine apprentices ready to start work in various roles in April 2015. They are young people from all walks of life studying for level two qualifications in a range of subjects from business admin to horticulture and sport. The apprenticeships are for one year.

Since April 2012 the council has taken on 102 apprentices. The council will be taking more apprentices on in September 2015 and will soon advertise these positions.

In addition, Members heard that as part of National Apprenticeship Week taking place from Monday 9 March, the council was talking to North Lindsey College students about its apprenticeship programme. A video promoting the apprenticeship scheme was shown to students, and officers were on hand to answer questions.

Although the apprenticeships are primarily aimed towards those who have just finished secondary school, they also attract a broader base of applicants with a number of people currently in post which are over the age of 24 – a statistic which the Scrutiny Panel took pride in as it is offering opportunities to people of all ages.

The different apprenticeships available cover a wide range of areas within the council, such as: Economic Development, Environmental Health, Finance, Legal and Democratic Services, Sport in Schools, IT, Commissioning Support and many more.

The scheme has an 86 per cent success rate of apprentices going into work with either the council or external companies – this includes both full-time and part-time work, and also going onto a Level 3 apprenticeship.

Members were especially pleased to hear that apprentices play an important role within the organisation and provide an opportunity to gain valuable experience. They bring with them fresh ideas which benefit the council and the individual and they provide a way into the council that otherwise wouldn't be available. Many apprentices have been retained by securing full-time jobs, whilst many have found work with other companies.

6 THE PODS

Members heard that the Pods leisure centre was opened in July 2011. The Pods - a £21m complex, comprises five timber and glazed geodesic domes. It features an 85-station, split-level fitness suite; an eight-lane swimming pool and learner pool; and two exercise studios. A six-court sports hall; a sauna; a steamroom; and a spa bath are also among the facilities, along with a café with outdoor terrace, function rooms and wet and dry changing areas.

The building has also been designed to be a sustainable venue, with an "Excellent" BREEAM¹ rating and a number of eco-friendly measures included in its construction.

Members were informed that the Pods leisure centre has been shortlisted for an international architecture prize. It had been nominated in the sports building category in the World Architecture Festival Awards, which took place in Barcelona in November 2011. The centre had already won an award for environmental sustainability, partly due to its innovative grey water recycling system and its biomass boiler.

Members were delighted to hear that the facility, due to its success, has recruited an additional ten permanent employees. In addition the catering facility enclosed within the Pods has also continued to expand, recruiting additional employees. Three council apprentices have been based at the Pods, with two now successfully obtaining full time positions at the facility.

The Pods visitor numbers continue to increase. By the end of 2013/14 over 429,000 visitors had attended the facility. This was a 43 per cent increase on the base line figure set shortly after the venue opened in 2011.

The venue, due to its size and popularity, is now teaching over 1,300 children to swim. When the building opened, only 600 children were learning to swim at the Pods.

Financially, the Pods has seen an increase of over 100 per cent in its income generation. In 2010/11, the former Scunthorpe Leisure Centre generated £722,000 income. This had increased to over £1,534,689 by the end of 2013/14.

Perhaps more importantly, the Pods is able to provide direct access to leisure provision that previously may not have been available. The Scunthorpe Steelers wheelchair basketball team use the facility, as does the ever increasing in popularity Street Sport activities. Health partners and providers are using the facility to provide programmes to encourage children and adults to participate in sport and lead healthy lives.

Overall the facility has been a great success, and with a structured maintenance programme to ensure the longevity of the building, will see the Pods enjoyed as a leisure facility for generations to come.

¹ BREEAM is the world's foremost environmental assessment method and rating system for buildings, with 425,000 buildings with certified BREEAM assessment ratings and two million registered for assessment since it was first launched in 1990.

Conclusion

Members of the Scrutiny Panel welcomed the commitment of all partners and the council currently engaged in regenerating North Lincolnshire. The members acknowledge that the council has an excellent track record in attracting Government funding for the benefit of all North Lincolnshire residents, as schemes such as the IT support for small businesses demonstrated.

Members were encouraged to hear that regeneration is a key priority for the council and that it works in partnership, sharing good practice, and communicates 'the vision for North Lincolnshire'.

What was pleasing to members was that the council was being especially innovative in its approach to providing support to not only small business, but large, multi national organisations too. The in-house projects that the council has supported, from the broadband rollout to council apprenticeships, provide clear evidence that the council is committed to the regeneration of North Lincolnshire.

These 'in house' projects, whilst being extremely cost effective, also allow the council to use its professional, committed and enthusiastic staff to deliver the projects. Members believe this is one of the reasons why the council has been so successful with delivering its projects.

Members also welcomed the council's use of communication to explain objectives and the rationale for regeneration programmes and funding decisions will go a long way to positively influence local perceptions.

Regeneration is a long-term process, which has to be sustainable and embed change; short term funding does not always assist this. Delivering long term projects in house is one example of how the council is committed to the long term regeneration of North Lincolnshire.

Members of the panel encourage the council and partners to continue to promote the vision for North Lincolnshire, therefore creating an area where people want to live and work.

The Panel was especially pleased that the creation of Enterprise Zones in North Lincolnshire, particularly around the Able Marine Energy Park, had proved so successful in attracting investment into the area.

The Panel will continue to explore future work streams as part of its review into 'regenerating North Lincolnshire, with topics to include the Baths Hall, retail, University Technology College and the impact of the HS2 project.

Appendix 1

Membership of the Corporate Scrutiny Panel

Councillor - D Robinson (chairman)
S Wilson (vice-chair)
T Ellerby
P Vickers
J Wardle

The panel conducted a number of evidence gathering sessions, speaking to a range of key officers from the council and its partners.

The panel would like to thank them for their valued input and attendance. They also received and considered a range of written evidence, including local and national research, guidance and legislation.

Appendix 2

Stakeholders interviewed as part of the review -

2014

Date	Work Stream	Stakeholders
10 July	Regeneration of the Humber bank / Off Shore Energy	Marcus Walker, Assistant Director Planning and Regeneration
31 July	Humberside International Airport	Marcus Walker, Assistant Director Planning and Regeneration
11 September	Humberside International Airport	Marcus Walker, the Assistant Director Planning and Regeneration and Paul Litten, Commercial Director - Humberside International Airport
2 October	Council spending with small businesses	Councillor Poole
23 October	Regional Growth Fund	Jenny Couch, Head of Area Renaissance and Special Projects
13 November	Apprenticeships	Lesley Potts, Head of Policy and Research
4 December	Procurement	Jason Whaler, Assistant Director for Business Support
18 December	The Pods	Tom Coburn, Head of Sport, Leisure and Culture and Nick Over, Sports Facilities Manager

2015

Date	Work Stream	Stakeholders
15 January	Business Support in North Lincolnshire	Sean Brennan, Special Projects and Programmes Team Manager
5 February	Northern Lincolnshire Broadband Project	Sean Brennan, Special Projects and Programmes Team Manager

